



MONTANA ARTS COUNCIL

AN AGENCY OF STATE GOVERNMENT

Strengthening the Creative Economy of Montana

Staff 18-Month Work Plan - January 1, 2014 – June 30, 2015

Staff Legend:

AF - Executive Director Arlynn Fishbaugh

CH - Business Development Specialist Cinda Holt

CK - Folk Arts and Market Development Specialist Cindy Kittredge

CL - Accountant Carleen Layne

EK - Arts Education Director Emily Kohring

KBH - Percent-For-Art and Arts and Healthcare Director Kim Baraby Hurtle

KHB - Grants Director, Database and Accessibility Specialist Kristin Han Burgoyne

KDH – Administrative Specialist KarenDe Herman

Contract – Projects assigned to independent contractors

ECONOMIC VITALITY FRAME #1: Careers and Connections

Outcome We Want:

Healthy careers and vibrant businesses are built and enjoyed by artists and the staff and boards of arts organizations in every rural and urban region of the state.

Why We Do It:

Promoting careers and connections through professional development (research and learning opportunities) and networks (local, regional, statewide and national) align with the state's workforce development efforts and are high-priority needs for artists, arts administrators and educators throughout Montana.

Competencies in business skills, teaching the arts and making creative and economic connections across larger networks increase the opportunity to successfully establish, stabilize and grow careers and increase revenues and income.

How We Do It:

Provide workshops, grants, awards, programs, mentorships, peer-to-peer learning and customized consultations for artists, arts educators and arts organization leaders to build skills in teaching, business, fund raising, audience development, legal issues and leadership/governance.

1. Nurture and see to completion 12 Montana Artrepreneur Program cohorts. CK
2. Offer mentorship-matching to all new Montana Artrepreneur Program cohort members. CK
3. Upon request, design and facilitate meetings with arts organization boards of directors and staff to address operating or communication challenges as part of Montana Arts Council's (MAC's) Art of Leadership program. CH
4. Upon request, design and facilitate custom consultations to arts organizations to build skills in governance, leadership and fund raising as part of MAC's Art of Leadership program. CH
5. Provide technical assistance, mentorship and access to opportunities for artists and community public art programs. KBH
6. Offer Strategic Investment grants for professional development and networking. KHB

Connect artists, arts educators and arts organizations to resources for capital and infrastructure support, including Americans with Disabilities Act access issues.

1. Link Montana Artrepreneur Program groups and encourage their empowerment to help each other learn. CK
2. As available resources allow, assist mentors and Montana Circle of American Masters artists in learning more about the Montana Artrepreneur Program approach to market readiness. CK
3. Research online resources and contacts and promote them through eNews and *State of the Arts*. CH KBH
4. Encourage artists to explore markets, new marketplaces and opportunities near and far through eNews, *State of the Arts* and mentorship. KBH CK
5. Continue to work on relationships with the Department of Administration /Architecture & Engineering to encourage more public art in more Long-Range Building Plan projects. KBH

Effectively use available communications technologies to produce publications, share arts industry information resources and research, and foster connections with local, statewide, tribal and national service organizations.

1. Utilize Facebook to promote programs, grants, blogs and other news and facilitate networking of local arts organizations through posts and features. KDH

2. Utilize the Montana Artrepreneur Program Facebook page and special group pages to promote and facilitate networking among Montana Artrepreneur Program artists, Montana Artrepreneur Program coaches, and mentors (including Montana Circle of American Masters). CK
3. Promote MAC to younger demographics and increase Facebook fanbase by 50%. KDH
4. Produce an eBook on Montana, The Land of Creativity with stories of The Three Rs (Relevance, Relationships and Return on Investment examples) to promote ideas for audience building, public support and funding. CH
5. Connect artists and arts organizations to Montana Economic Developers, Chambers of Commerce and visitor centers that are working to promote the arts. CH
6. Continue partnership with Lee Enterprises, Montana Office of Tourism and Montana Historical Society to produce annual publication "Montana's Cultural Treasures" for annual spring distribution. CH
7. Continue working with Ravalli County Economic Development Authority to promote the connections between MAC's Montana Artrepreneur Program and economic development agendas throughout the state. CH
8. Present agency's model work and programs at national/regional conferences as requested. AF CH EK KHB

Utilize available technology to maximize participation, facilitate grantsmaking and provide remote-learning opportunities.

1. Use available technology for mentoring coaches and for helping Montana Artrepreneur Program artists with remote-learning opportunities. CK
2. Offer a minimum of two single-topic webinars on organizational development issues as part of MAC's Art of Leadership program. CH
3. Offer a minimum of two online trainings to artists and teaching artists for arts in healthcare opportunities. KBH
4. Utilize online tools to gather information, to host artist applications and portfolios and to poll participants in events and meetings. KBH
5. Continue to update and refine online grant application processes to provide user-friendly systems. EK and KHB

Establish baseline measurements where applicable to track career growth.

1. Utilize information compiled for Montana Artrepreneur Program reports to partner funders (Tremaine Foundation, USDA) to pull measurements. CH CK AF
2. Facilitate objective evaluation methods and tools including the engagement of professional contractors for Montana Artrepreneur Program. CH CK AF
3. Enlist legislators and other authorizers to make suggestions about measurements that are important to them. CH

Produce *State of the Arts* newspaper, eNews, blogs and feeds for artists, arts organizations and arts educators.

1. Feed arts industry information resources to the public through *State of the Arts* bi-monthly newspaper, bi-weekly eNews, blogs and Twitter feeds. ALL
2. Offer technical assistance, opportunities, career-building ideas and promotion of arts education programs in Montana through biweekly eNews and regular updates to the Big Sky Arts Education blog (bigskyartsed.wordpress.org). EK
3. Bi-weekly, provide information and links to online resources through eNews distribution lists promoting webinars, workshops, career building ideas and job opportunities and general interest topics for arts organization leaders. CH KBH KDH EK
4. Produce Native News section of *State of the Arts*. CH and Contract
5. Provide updates about Montana Artrepreneur Program in *State of the Arts*. CK
6. Provide updates about Montana Circle of American Masters in *State of the Arts*. CK
7. Publish technical assistance articles in *State of the Arts* on topics relevant to arts organization leaders and artists. CH AF

Effectively use available communications technologies.

1. Investigate possibility of expanding social media for the whole agency to include Twitter.
 - a. Assess rates of Twitter usage among MAC constituents. KDH
 - b. Evaluate success and time commitment of Twitter among other state arts agencies. KDH
2. Use Twitter feed @BigSkyArtsEd to distribute daily arts education news, opportunities and information. EK
3. Use Twitter feed @MTArtsPrograms to re-tweet relevant news, opportunities and information. KHB
4. Use staff Twitter feeds to follow all Public Value Partnerships, Strategic Investment Grants, Artists in Schools and Communities and Cultural and Aesthetic Trust grantees, as applicable. Update June & December each year. KHB & EK
5. Update www.montanaartscouncil.blogspot.com weekly. KHB
6. More fully integrate both MAC blogs into the new website design as pages instead of separate blogs. KHB & EK

ECONOMIC VITALITY FRAME #2: Market Expansion

Outcome We Want:

Expanded markets and audience-building opportunities for rural and urban artists and arts organizations, including:

- Greater exposure to marketing outlets and resources
- Increased exhibition, arts participation and performance opportunities
- Expanded distribution channels and promotion opportunities

Why We Do It:

When Montana's artists and arts organizations increase their income with sales of products and services, they improve the quality of their lives and advance local and statewide economic growth, successfully compete globally and enhance community vitality through their art and services.

How We Do It:

Help artists learn more about entrepreneurship for market expansion:
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- Participate in grass-roots learning through regional groups of artists working toward market readiness.
 1. Implement the Montana Artrepreneur Program initiative for rural Montana artists. CK CH
 2. For 2014, offer Montana Artrepreneur Program workshops in 12 areas across Montana. CK
 3. Guide a group of eight Montana Artrepreneur Program new coaches in learning how to lead a cohort. CK
 4. Conduct site visits over the year to each of the new cohorts. CK
- Create a process for "market-ready certification."
 1. Provide the Montana Artrepreneur Program training to help artists prepare for and achieve market-ready certification. CK
 2. Provide Montana Artrepreneur Program toolbox review for market-ready certification at least once a year and possibly two if the numbers of ready artists dictate it. CK
 3. Provide coaches with mentoring encouragement and promote the Montana Artrepreneur Program artist "buddy" system to help artists complete their Montana Artrepreneur Program toolboxes for review. CK
- Develop pathways to increase online market expansion.
 1. Work with Dept of Commerce to expand/include in its web presence representation of Montana Artrepreneur Program artists. CK
 2. Work with individuals and organizations developing online market opportunities to include Montana Artrepreneur Program artists. CK
 3. Continue to include teaching ways of accessing online marketing in the Montana Artrepreneur Program approach. CK

4. Encourage networking among artists to build on their knowledge of online marketing opportunities. CK
 5. Encourage artists to explore markets, new marketplaces and opportunities in arts and healthcare settings and public art programs locally and nationally. KBH
 6. Explore specialty market opportunities for Native American artists in Montana. CH and contract
- Connect artists to networking opportunities with entities that can provide market access for Montana art
1. Utilize the MAC and Montana Artrepreneur Program Facebook page and special group pages to promote Montana artists. CK KDH
 2. Connect artists and arts organizations to Montana Economic Developers, Chambers of Commerce and visitor centers that are working to promote the arts in Montana. CH
 3. Continue partnership with Lee Enterprises, Montana Office of Tourism and Montana Historical Society to produce annual publication “Montana’s Cultural Treasures” to showcase Montana artists across the state. CH

Share industry information and provide custom consultations to arts organizations’ staff and boards to develop income and expand audiences.

1. Upon request, design and facilitate in-depth workshops with arts organizations’ boards of directors and key staff as part of MAC’s Art of Leadership program. CH
2. Develop other methods (such as questions on final reports) to collect stories about marketing and fundraising successes of Public Value Partnerships and/or Cultural Trust grantees and share these stories. AF CH KHB
3. Publish information through *State of the Arts* and eNews about participation building in the arts. AF CH

Establish baseline measurements where applicable to track artists’ marketplace sales.

1. Continue to have coaches collect information at the beginning and end of a yearly workshop cycle. CK

Provide grant funding for community outreach, participation building and market expansion for arts organizations and artists.

1. Continue to help Montana Artrepreneur Program artists prepare for accessing this kind of funding help. CK
2. Promote MAC’s Strategic Investments in the Arts funding opportunities to eligible arts organizations and artists. KHB CH

Connect artists, non-profit and for-profit arts businesses to state cultural tourism efforts and continually advocate for the arts' inclusion in tourism promotion.

1. Attend Governor's Conference on Tourism. AF
2. Attend Tourism Advisory Council Meetings. AF
3. Partner with Montana Office of Tourism and Lively Times on their Web Enhancement and Data Sharing Project. AF CH

ARTS LEARNING FRAME #1: Life-long Learning

Outcome We Want:

Montanans acquire knowledge and skills in the arts and experience life-long learning through creative expression, exploration and participation in the arts.

Why We Do It:

- Opportunities for creative expression and aesthetic experience enhance the lives of individuals and their contributions to their communities.
- Montanans value participating in and celebrating their cultural heritage.

How We Do It:

Organize workshops for teachers, teaching artists and arts organizations' staff on how to work with a diverse audience of learners.

1. Provide two six-hour workshops for teachers, teaching artists and arts organization staff on the arts for children on the autism spectrum by the end of May 2014. EK
2. Provide a 13-hour workshop on art therapy for art teachers working with Native American students, in partnership with the Office of Public Instruction, in March, 2014 and provide follow up consultation in classrooms, as requested. EK
3. Provide orientation workshop and coaching instruction in teaching adults for eight new Montana Artrepreneur Program coaches to enable them to become Montana Artrepreneur Program coaches who offer successful mentoring opportunities for Montana Artrepreneur Program artists in their group to learn more about their medium from accomplished mentors. CK

Offer grants to develop artist residencies, professional development workshops and strategic program planning in arts learning, as well as operating support grants for arts organizations' educational mission.

1. Offer ongoing opportunities through the Artists in Schools and Communities Residencies, Public Value Partnerships grants and Strategic Investment grants. EK and KHB
2. Promote grants in print, website, social media, blogs, email eNews and conferences; provide technical assistance; process in a timely manner throughout the year. EK and KHB
3. Direct and coordinate all activities related to the distribution of grant funds and develop grant budgets and modifications to ensure that financial allocations meet the strategic plan and objectives of the agency. EK and KHB
4. Provide funding for staffed arts non-profit arts organizations through Public Value Partnerships and Cultural Trust grants, as well as operating support to key state-wide arts service organizations: Montana Association of Symphony Orchestras, Museums and Art Gallery Directors Association, Montana Performing Arts Consortium, Montana Arts and the Montana Dance Arts Association. In addition, specific Strategic Investment grants are designed to meet this need. KHB
5. Revise Artists in Schools and Communities grant process. EK and KHB
6. Expand Artists in Schools and Communities Artist Registry to include more Montana artists. EK

Offer technical assistance to staffs of arts organizations, schools and libraries, as well as community, healthcare and social service organizations and government agencies to improve the accessibility of their programs and facilities to a diverse audience of learners. (Accessibility barriers can be geographic, physical, emotional, age, economic, intellectual or cultural.)

1. Develop an on-demand professional development workshop on creating an inclusive arts learning environment, available by end of June, 2015. EK
2. Continue to offer Accessibility assistance through links on the MAC website and re-tweeting of relevant information via @MTArtsPrograms. KHB
3. Feature relevant newsbriefs and articles and technical assistance on arts and healthcare, topics through e-news and *State of the Arts*. KBH
4. Partner with National Center for Creative Aging and their Communities of Practice, and Montana artists and organizations, to share information and technical assistance about the arts in healthcare and life-long learning. Build new relationships and encourage and educate healthcare providers about the importance of the arts. KBH
5. Share arts in healthcare and life-long learning resources through our website. KBH
6. Consider the next steps in programming and technical assistance to artists, arts organizations, healthcare providers and administrators with regard to arts and healthcare. KBH

Provide leadership to enhance knowledge and understanding about the contributions of the arts and the value of arts learning through agency representation on statewide boards and collaboration with other state agencies, Montana Tribal Nations and state/national arts organizations.

1. Collaborate with the following to provide arts learning, advocacy and technical assistance: Montana teaching artists; Office of Public Instruction; VSA of Montana; Museum and Gallery Directors Association; Montana Performing Arts Consortium; National Endowment for the Arts; Montana Art Education Association; Montana Music Educators Association; Montana Thespians; National Assembly of State Arts Agencies; State Education Agency Director of Arts Education. EK
2. Provide a new arts learning advocacy toolkit on the revamped MAC website by the end of June 2015. EK

ARTS LEARNING FRAME #2: Preschool - Grade 12

Outcome We Want:

Montana Pre-K through Grade 12 students (public, private and home school) study a curriculum aligned with the Montana Board of Public Education's Standards for Arts.

Why We Do It:

- To assure that every Montana student has the opportunity to reap the emotional, intellectual, social, cultural and economic benefits provided by a high-quality education in the arts
- To provide an avenue through arts curriculum aligned with the Montana Standards for Arts for Preschool through Grade 12 children to better understand and make connections among ALL curriculum areas
- To nurture the intellectual, social and physical skills that children develop in the first five years of life through arts learning experiences in the early childhood setting
- To enable all students, through an education that includes the arts, to:
 - Learn the fundamental skills and knowledge of an art form
 - Develop the habits of mind that lead to a whole, healthy engaged citizen of the world
 - Discover different avenues of learning (through hands-on participation)
 - Develop the 21st Century Skills (Creativity, Collaboration, Communication and Critical Thinking) necessary to succeed in Montana's workforce and the global economy
 - Access and understand our cultural heritage, which includes, among others, the distinct and unique cultural heritage of American Indians in Montana

How We Do It:

Provide technical assistance on curriculum development, assessment tools and resources in person, by telephone and on our website.

1. Provide technical assistance to schools and organizations that have Artists in Schools and Communities grants through our website, phone conferences and site visits. EK
2. Provide posts on the arts education blog for teaching artists and arts teachers that offer information and resources on arts education issues in Montana and nationally. EK
3. Revise the arts learning portion of the MAC website as it goes through a thorough overhaul, and semi-annually update arts learning portions of the website thereafter. EK

Organize workshops for teachers and teaching artists in assessment, lesson planning, classroom management and integration of the arts with other subjects such as STEM (science, technology, engineering, mathematics).

1. Develop an on-demand professional development workshop for teachers and teaching artists on integrating the arts with the new Montana Common Core Standards. EK
2. Collaborate with VSA Montana to offer an institute on the arts for children on the autism spectrum at the annual Montana Education Association-Montana Federation of Teachers (MEA-MFT) statewide conference in October 2014. EK
3. Develop a new institute with VSA Montana on the arts and children with disabilities for the MEA-MFT statewide conference in October 2014 and to offer in at least two other sites around the state by June 2015. EK
4. Continue to plan and provide, in partnership with OPI, school districts and arts education service organizations, high-quality professional development experiences for educators and teaching artists in the following areas: working with diverse learners, integrating the arts with Common Core and integrating the arts with STEM learning. EK

Offer grants to develop arts curriculum, assessment, professional development, student internships/mentorships and artist residencies.

1. Offer Artists in Schools and Communities grants to develop students' skills and knowledge in the arts, offer professional development for teachers and support the creation of arts curriculum in K-12 public schools and districts. EK
2. Offer artist residency grants that will maximize impact across the state of Montana within budget realities. EK
3. Begin strategic planning and partnership development to identify two school districts and local arts and business partners for a large-scale collaborative arts learning immersion project involving curriculum development, professional development, artist residencies and assessment over a multi-year period by the end of June 2015. EK

Partner with Montana Office of Public Instruction (OPI) to adapt, revise/create curriculum and identify best practices to support the Montana Standards for Arts which includes integrating quality Indian Education for All content in the standards and instructional practices.

1. Convene a focus group to develop a state response to submit to the National Coalition on Core Arts Standards regarding the final draft of the standards in February 2014. EK
2. Continue to work with OPI to move forward the timeline for revising the Montana Standards for Arts, considering adapting or adopting the National Core Arts Standards in the process. EK
3. Work with OPI to offer identify Native American teaching artists for school residencies to help teachers meet Indian Education for All standards and content. EK

Provide leadership to enhance Montanans' knowledge and understanding about the critical importance of arts learning through agency representation on statewide boards and state/national arts education organizations.

1. Collaborate with the following to provide arts learning, advocacy and technical assistance: Montana teaching artists; Office of Public Instruction; VSA of Montana; Museum and Gallery Directors Association; Montana Performing Arts Consortium; National Endowment for the Arts; Montana Art Education Association; Montana Music Educators Association; Montana Thespians; Montana After School Alliance; National Assembly of State Arts Agencies; State Education Agency Director of Arts Education. EK
2. Continue attending and participating in Create Montana with K-12 arts curriculum supervisors and Montana university system arts faculty and other participants in meetings convened by MAC. EK
3. Offer Council members detailed written information on the most up-to-date arts education data, statistics and research to assist them in their arts education advocacy efforts on a local and state level. EK

PUBLIC VALUE FRAME #1: Creativity and Innovation

Outcome We Want:

Montanans utilize the power of the arts as a catalyst to develop creativity and innovative thinking.

Why We Do It:

The arts produce creative minds. Creative minds develop whole, healthy, engaged human beings, and promote innovation. Creative enterprises fuel community and business development.

How We Do It:

Produce examples, and promote research that support the connection between the arts, creativity, innovation and whole, healthy, engaged human beings.

1. Continue to gather examples from Montana Artrepreneur Program artists of transformational changes in their lives that can be attributed to art and the business of art. CK
2. Conduct and publish research with targeted businesses that can further reinforce connections between the arts and innovation. AF CH

Publish stories from Montana that illuminate the connections between the arts, creativity and innovation.

1. Produce two to three video stories of Montanans with successful careers in creative industries who attribute their success to a quality arts education in their Montana youth, and publish three of the stories on our website by June 2015. EK and contract
2. Produce two video stories of Montana businesses that illuminate the connection among arts, creativity and innovation. AF CH and contract
3. Collect stories to publish in *State of the Arts* or to pitch to other publications and press. AF CH KHB
4. Collect relevant stories for a future eBook in MAC's "Barn Door Series." CH
5. Present MAC's public value work and rural arts participation programs as requested. CH

Reward and recognize creativity and innovative artistic talent in the state.

1. Produce Artist's Innovation Awards program. KHB CH
2. Recognize and promote creativity among students grades Kindergarten through undergraduate by publicizing their work on Facebook in Young Montana Creates feature and gallery. KDH

Work with the OPI to advance STEM to STEAM (Science-Technology-Engineering-Arts-Mathematics).

1. Organize a STEM to STEAM retreat in partnership with CREATE Montana, inviting key partners at OPI and leaders in science and creative industries to strategize how to advance the arts as a critical component in STEM learning. EK

Serve as the catalyst, and provide pertinent information, for non-arts industry leaders to carry the message of the creative and innovative benefits derived from the arts (Arts = Creativity = Innovation).

1. Select three industry leaders with whom to work as arts “champions” in expanding these messages to their field. AF CH
2. Conduct and publish research with targeted businesses of people working in the science, technology, engineering and design professions that can demonstrate this evidence. AF CH
3. Continue to use Montana Artrepreneur Program and Montana Circle of American Masters programs to show examples of the relevance of art in industries such as agriculture, timber, recreation. CK
4. Produce Montana Circle of American Masters Ceremony in Capitol Rotunda in spring 2014. CK
5. Continue to showcase Montana Artrepreneur Program in economic development and for-profit business arenas. CH
6. Work with technology and science companies to promote our recent research with Oracle and Rocky Mountain Labs to see how these messages can be broadened within the technology and scientific community. Do the same with any other research conducted. AF CH

Council members connect with non-arts industry leaders in their regions to make the case for the importance of the arts to foster creativity and innovation.

1. Work with MAC’s council member marketing committee to develop plan for strategic connections. AF CH

PUBLIC VALUE FRAME #2: The Three Rs —Relationships, Relevance, and Return on Investment

Outcome We Want:

Utilize The Three Rs (Relationships, Relevance and Return on Investment) to build bridges that connect the arts world to the worlds of politics, education, economics and civic engagement.

A greater understanding of the return on investment of public dollars and statewide support for resources for all the arts will emerge.

Why We Do It:

Montana Arts Council funding for arts organizations, artists, events, programs and arts education is very important to improve the quality of life and enhance the business climate of the state.

The agency spends state and federal tax dollars on its programs and it demonstrates to the public the return on investment of these tax dollars.

How We Do It:

Find and define the relevance (connections, common values, goals and outcomes) among the arts field and politics, education and commerce.

1. Utilize the Public Value Partnerships program and grantees to define connections through distribution of reports, training and coaching throughout the year. AF KHB CH
2. Develop communication and contact plan between MAC and the Governor's office, key political leaders and the press that reinforce the Three Rs messages. Delineate tasks set for Montana Cultural Advocacy, MAC staff, current and former council members. AF CH
3. Continually mine for stories that reinforce the relevance and get them into the hands and minds of education, political and economic leaders. AF CH EK
4. Prepare materials and presentations on MAC's Montana Artrepreneur Program programs for legislature. AF CK CH

Initiate opportunities to establish relationships among the arts council, artists and arts organizations and those who fund or provide services for the arts including civic, tribal and governmental leaders, as well as the private sector.

1. Ongoing. ALL
2. Mobilize a marketing committee of council members to develop a plan to identify messengers and build relationships. AF CH Council Members

3. Determine additional avenues other participants in MAC's programs can use to communicate the value of these programs to the legislators and the Governor, such as Montana Artrepreneur Program artists and the arts educators and artists involved in MAC's arts education programs. ALL

Continue to build relationships with leaders of Indian Country in Montana, state tourism office and other state agencies.

1. Arrange for MAC visits to each of the seven tribal colleges to discuss MAC's programs. CH and contract
2. Maintain Tribal News feature in all issues of *State of the Arts*. Contract
3. Invite up to ten leaders and artists in Indian Country to discuss ways that MAC can offer services to artists and arts organizations in their area. CH
4. Recruit arts representatives for consideration when seats become available on the Tourism Advisory Council or other statewide councils. AF CH
5. Participate in Tourism Advisory Council meetings at least once a year. AF
6. Monitor how the arts are included in all tourism publications, advertising and on Travel Montana's website, and work to maximize exposure and be of assistance on all counts. AF

Initiate strategic investments and/or activities in non-arts social, civic and economic sectors to promote the public value produced by artists and arts organizations.

1. Connect with economic developers, chambers of commerce, ambassadors and other business leaders to find ways to integrate the business of artists and arts organizations into their promotional work. CH
2. Mobilize MAC economic development committee to create a plan to make connections with regional economic development offices throughout the state. CH and council members
3. Continue engagement with the Ravalli County Economic Development Authority to develop model ideas and arts-driven programs that could be implemented by other economic development offices. CH

Partner with arts organizations' leadership and with artists to promote their own Three Rs:

- Build **Relationships** with arts audiences, funders, community and political leaders that will result in greater support of their mission and work
 - Show how their mission and work is **Relevant** to audiences and supporters to increase participation (Relevance = Connection = Meaning)
 - Show how their mission and work produce **Return on Investment (ROI)** and public benefits
1. Evaluate Public Value Partnerships grantees' relationship-building efforts with authorizers annually. AF CH KHB

2. Where needed, coach Public Value Partnerships grantees on ROI examples for their reporting requirements. CH AF
3. Fine-tune grant reporting requirements to support the collection of Three Rs stories. CH KHB AF
4. Seek funding to produce economic impact studies for the arts and artists in Montana. AF CH

PUBLIC VALUE FRAME #3: Challenges and Solutions

Outcome We Want:

Innovative and creative solutions for many challenges and new opportunities facing Montana and its leaders are arrived at through the involvement of arts organization leaders, artists and arts educators.

Why We Do It:

Creativity, innovation and the arts are catalysts for new and expanded ways of thinking, seeing and solving problems.

The arts council seeks to effectively respond, in creative and innovative ways, to new opportunities and to the state's educational, economic and civic challenges.

How We Do It:

Position "public value" (the impact of services and programs on the public) as a litmus test for prioritization to address:

- Agency funding and resource challenges
- Sound, strategic investments with agency dollars and staff, including making realistic decisions about capacity
- Ability to be nimble and have flexible responses to the potential impact of new directions within agency programming and project funding decisions

1. Ongoing. ALL

Anticipate new directions and challenges that will be important to the lives of Montanans and their communities, including:

- Populations - changing demographics in the state (including age, race, ethnicity, geography, low income)
- Health - healthcare and aging
- Technology – accessibility, communications and trends
- Access - resources for all Montanans, regardless of the remoteness of their locations
- "Big Data" – current nationwide and worldwide arts industry research

1. Ongoing. ALL
2. Publish information and provide resources through *State of the Arts* and eNews that encompass new directions and challenges. Ensure that technology feature articles are always included. AF CH
3. Maximize staff understanding and usage of new media, data visualization, technology and innovation to seamlessly and efficiently present the goals of the Montana Arts Council to new audiences and clarify our scope, role and offerings to our existing constituency. ALL
4. Learn and use existing technology and software more effectively and to learn new technology and software as it becomes relevant. ALL
5. Align the state's Information Technology strategic plan with agency strategic plan. Information Technology strategic plan has the primary goal to use the most efficient, practical, simple and cost-effective methods available to provide services and support for our constituency and staff. KHB
6. Collaborate on asset mapping efforts to identify places that can help with strategies to address challenges in arts and healthcare and aging. KBH

Define and convey to those who affect state and local resources how their challenges can be met through increased revenues and resources for the arts.

1. Prepare materials and presentations on artists in business for the legislature. CH CK

Build a statewide coalition to mobilize college and university faculty, school administrators, superintendents, parent organizations and school board members to advocate for arts learning in the schools.

1. Collaborate with Create Montana partners to build the organization into a statewide arts education advocacy powerhouse. EK

Build a network of resources for artists', arts educators' and arts organizations' capital and infrastructure support, including Americans with Disabilities Act access issues.

1. Feature these resources on MAC's website. ALL

Pursue diverse streams of revenue to increase the agency's financial resources, or other resources.

1. Vigorously pursue additional state funding for the agency. AF and all staff and Council Members
2. If available, pursue private funding resources, and/or public dollars from sources beyond the agency's state budget that align with agency priorities and programs for arts education, economic development and promotion of the public value of the arts. AF CL CH EK KHB

Operating Blueprint and Annual Work Plan

1. Develop annual work plan and annual accomplishments. ALL
2. Produce annual staff work plans and staff accomplishments for posting on MAC's website. CH KDH
3. Staff meets twice a year to gauge progress on annual work plan. ALL

Operations

1. Staff continues to document all job-related internal processes and timelines behind agency programs and services for their Comprehensive Job Tasks and Processes Notebooks for future continuity. ALL
2. By end of the fiscal year, staff supervisors review the Comprehensive Job Tasks and Processes Notebooks of staff who report to them. Determine any holes in the information and set timeframes. ALL
3. Prepare for what will be needed to successfully navigate the 2015 legislative session. AF CL
4. Annually update Employee Manual. AF
5. Annually review and update MAC Policy Manual. AF
6. Review Staff Workflow Calendar three times a year. ALL
7. Ensure staff has adequate training in new technologies and that they take advantage of it. ALL
8. Keep an eye on and respond adroitly to staff transition planning. AF
9. Organize annual staff retreat to discuss issues facing the agency and its operation. AF

Programs

1. Governor announces next Poet Laureate in June 2015. Set up website for the new Laureate. KBH and Contract
2. Produce six issues of *State of the Arts* in print and online. Input ALL Editing CH
3. Produce bi-monthly eNews for artists, public artists, arts organizations and arts educators. KBH CH KDH EK
4. Update and maintain MAC's website and determine what development may be needed next. Contract
5. Conduct successful Poetry Out Loud competition. EK and Contract
6. Review and fine tune guidelines and/or annual reporting requirements for Public Value Partnerships, Strategic Investment grants and Artist's Innovation Awards. CH KHB
7. Redesign and re-launch of Arts Education grants and program. EK KHB
8. Continue streamlining the grant and award guidelines, application, review and reporting processes for staff, evaluators, applicants and grantees. ALL
9. Implement minor revisions to existing programs to support the major revisions completed in 2013-14. Program Staff

Financial

1. Staff and council members work annually to develop the agency budget in alignment with the desired outcomes in the Operational Framework as well as within the current environment. AF CL
2. Monitor/develop MAC's FY14 - FY16 budgets. CL AF
3. Conduct internal monitoring/tests on financials once a year. CL
4. Supervise and monitor outside-agency grant funds received for arts education, economic development and promotion of the public value of the arts. CH EK CL
 - a. U.S Department of Agriculture Rural Communities Development Initiative funds in partnership with Ravalli County Economic Development Authority.
 - b. Emily Hall Tremain Foundation Marketplace Empowerment for Artists funds.

Council Meetings and Communication

1. Council meetings set for June and December each year. KDH AF KBH
2. Continue update briefs from executive director to council members. AF

Data Management

1. Continue data management efforts for database redesign and implement necessary actions. KHB CL AF and contract
2. Maintain and update database and grants records on an ongoing basis so info is accurate and timely. Provide computer support troubleshooting. KHB KDH

Administrative Support

1. Perform accounts receivable and payable bookkeeping duties, including budget and auditing functions, verification of supporting documentation, report preparation and filing. Pay bills and staff/council member reimbursements within 30 days of receipt of billing/expense form submission. KDH
2. Assist to implement/maintain info systems and applications to support MAC operations/services. KDH
3. Manage MAC' Facebook page and other social networking sites as added. KDH
4. Coordinate and provide administrative support for the staff. KDH
5. Maintain major deadlines and events/meeting dates on staff Outlook calendars. KDH
6. Compile payroll reporting. KDH
7. Organize all major meetings held by the agency. KDH

Performance Reviews

1. Conduct staff performance check-ins, 360 performance reviews (as needed) and goal mapping which tie to potential performance-based pay increases for the next fiscal year (pending funding availability). AF with staff
2. Staff performance based on performance criteria as outlined in annual work plan and MAC Pay Plan, as well as individual job descriptions. ALL

Council members exercise leadership for agency operations to increase public value: they are active committee members and the best informed council they can be.

1. Council members participate in and are engaged in council and committee meetings and they follow through on commitments. Council Members
2. Feature national, regional, statewide and local arts leaders in council meeting agendas to provide a broad understanding of the arts infrastructure and forces at play. AF and Council Chairman

The End